



THE CRITICAL EVOLUTION OF SALES FORCE IN THE AMAZON ERA

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AGENDA – EVOLUTION OF SALES FORCE IN THE AMAZON ERA

01.

The Impact of AI & the Amazon Era on Distribution

02.

Enabling Profitable Growth with the Sales Stack Hierarchy

03.

Consider and Deploy the Right Capabilities



EVALUATE, DEPLOY AND LIFT YOUR CAPABILITIES

HOW TECHNOLOGY HAS CHANGED THE BUYER'S JOURNEY

BUYER CHANGES

- Engagement further into journey
- “Age of the customer”
- Shift to self-service research given technological ubiquity
- Preference for online purchasing

DRIVERS

- Increase in millennial workforce
- Technology driven transparency
- Rise of personalized automation

IMPLICATIONS

- Shift from outside to inside sales
- Make the limited human-to-human engagement count



SELLER VALUE PYRAMID



WHAT'S AHEAD?

Simplify business purchasing with Amazon Business
Get access to business-only prices, multi-user management, purchase approvals, and more convenience, cost-effective shipping options by creating a free Amazon Business account.

[Create a Free Account](#)

Already have a business account? [Sign In](#)



Amazon Business has a shipping solution for you

We've added Business Prime Shipping for multi-user business customers, so you can pick from multiple shipping options to suit your business needs. Business Prime Shipping offers fast Two-Day Shipping for every user on your business account. It's a great way to give your employees the service, convenience, and control they need to succeed.

Extend your Prime benefits
If you have an Amazon Prime membership on your personal account, you can extend your Prime shipping benefits to your Amazon Business user account for eligible orders with no charge to your personal Prime benefits. This benefit is extended for single-user business accounts.

Prime on your business user account
A Prime membership can be purchased by a single Amazon Business user account or an Amazon Business user purchase Prime that user will have access to Prime benefits, but other individuals within that Amazon Business account will not – unless they also have their own Amazon Prime membership.

Business Prime Shipping
Take advantage of unlimited fast, free shipping options for your business purchases with Business Prime Shipping from Amazon Business. It's cost-effective, convenient shipping for every user – at work.

Sign up now for Amazon Business

[Create a Free Account](#)

WHAT'S YOUR ROLE?
I buy things for work
I approve purchases
I'm an enterprise procurement

WHAT'S YOUR INDUSTRY?
Education
Government
Healthcare

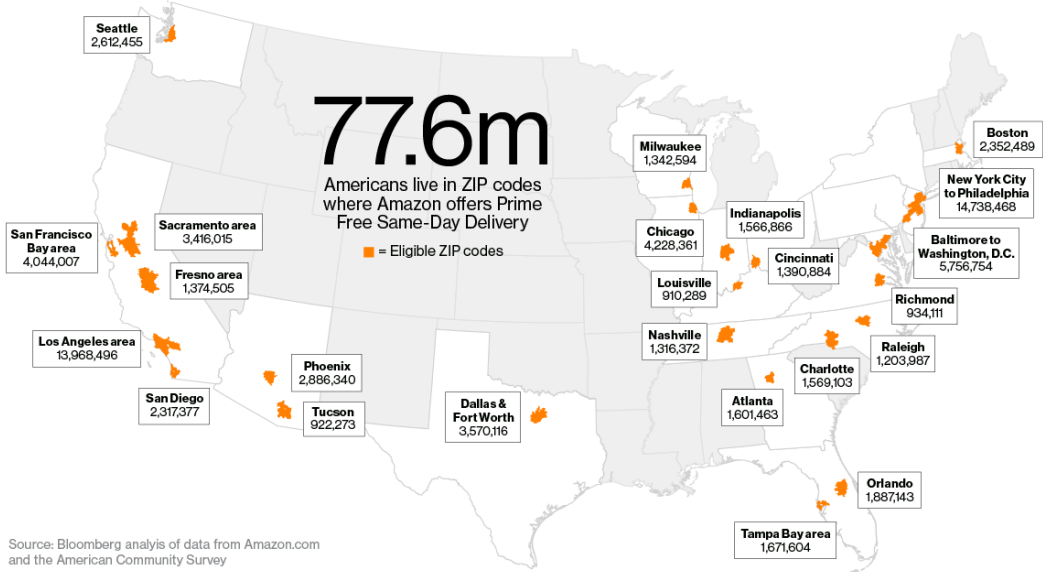
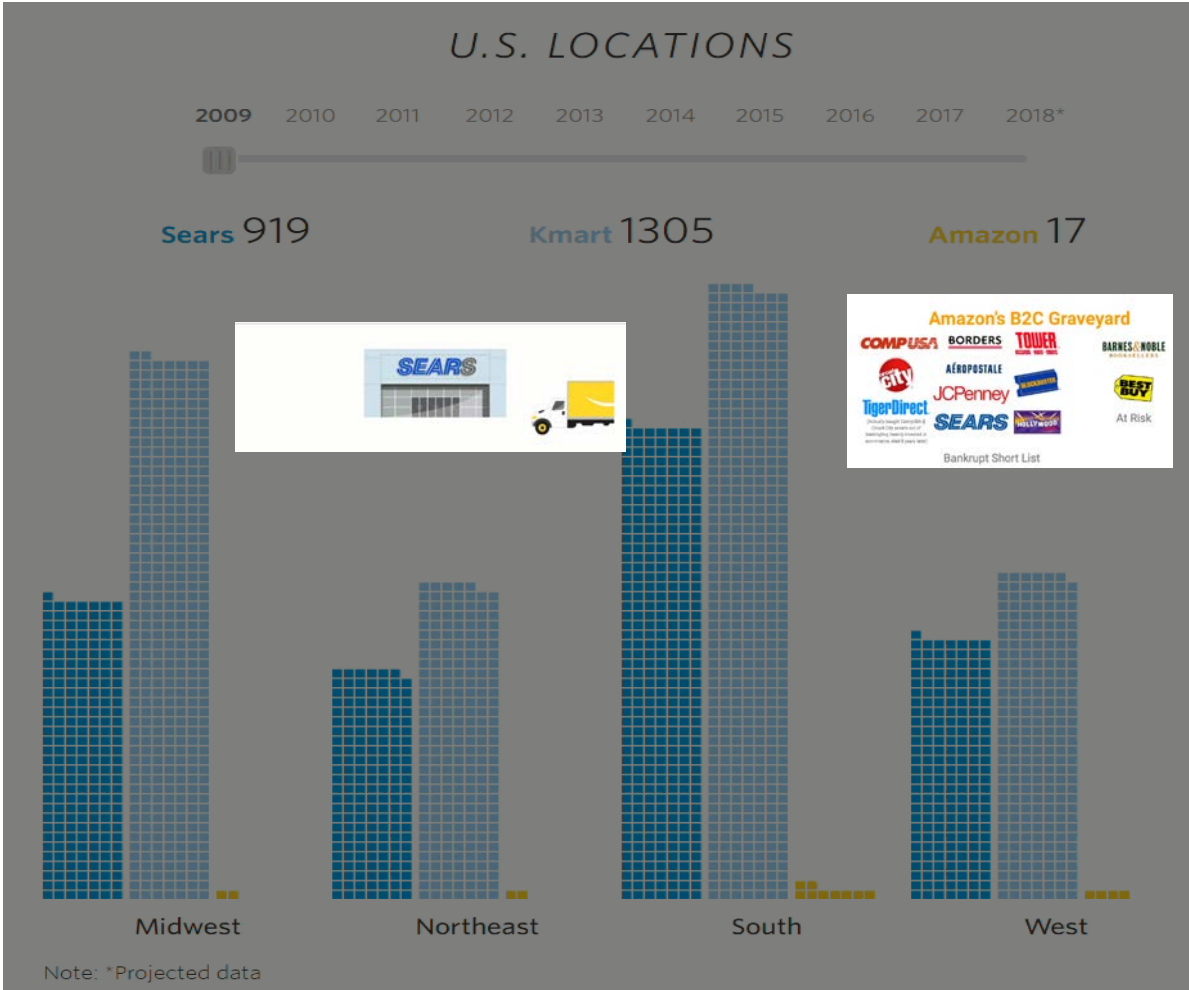


AMAZON BUSINESS PRIME

AI

DISRUPTION

AMAZON DISRUPTION OF RETAIL



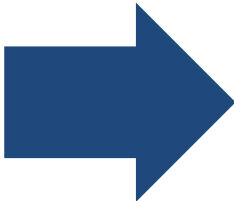
Source: Bloomberg analysis of data from Amazon.com and the American Community Survey



AMAZON'S B2B IMPERATIVE



Avg. Order Size = \$35



Avg. Order Size = \$250



THE AMAZON ERA'S CONSEQUENCES FOR DISTRIBUTORS



01

MAJOR EROSION OF SALES & PROFIT

- 10% Loss of Sales Volume = **15% Drop** in Operating Profit
- 5% Avg. Price Decrease = **38% Drop** in Operating Profit
- Both Volume and Price Erode = **49% Drop** of Operating Profit!
- **Action Required: Analytics, Automation & Operational Excellence**

02

EMPLOYEE DISLOCATION

- **Excess Misaligned Sales Resources**
- **Action Required: Right-Sizing, Realignment and Up-Skilling**

4 GOLDEN GOALS

SELL **MORE**

IN **LESS TIME**

AT THE RIGHT **PRICE**

WITH FEWER **SALES PEOPLE**

WHAT IS SALES ENABLEMENT?

There is an important revolution underway when it comes to the practice of selling in the business to business (B2B) environment.



What is “Sales Enablement”

Draft / Oct 26, 2017

Sales Enablement ensures buyers are engaged at the right time and place, and with the right assets by well-trained client-facing staff to provide a world-class experience along the customer’s journey.

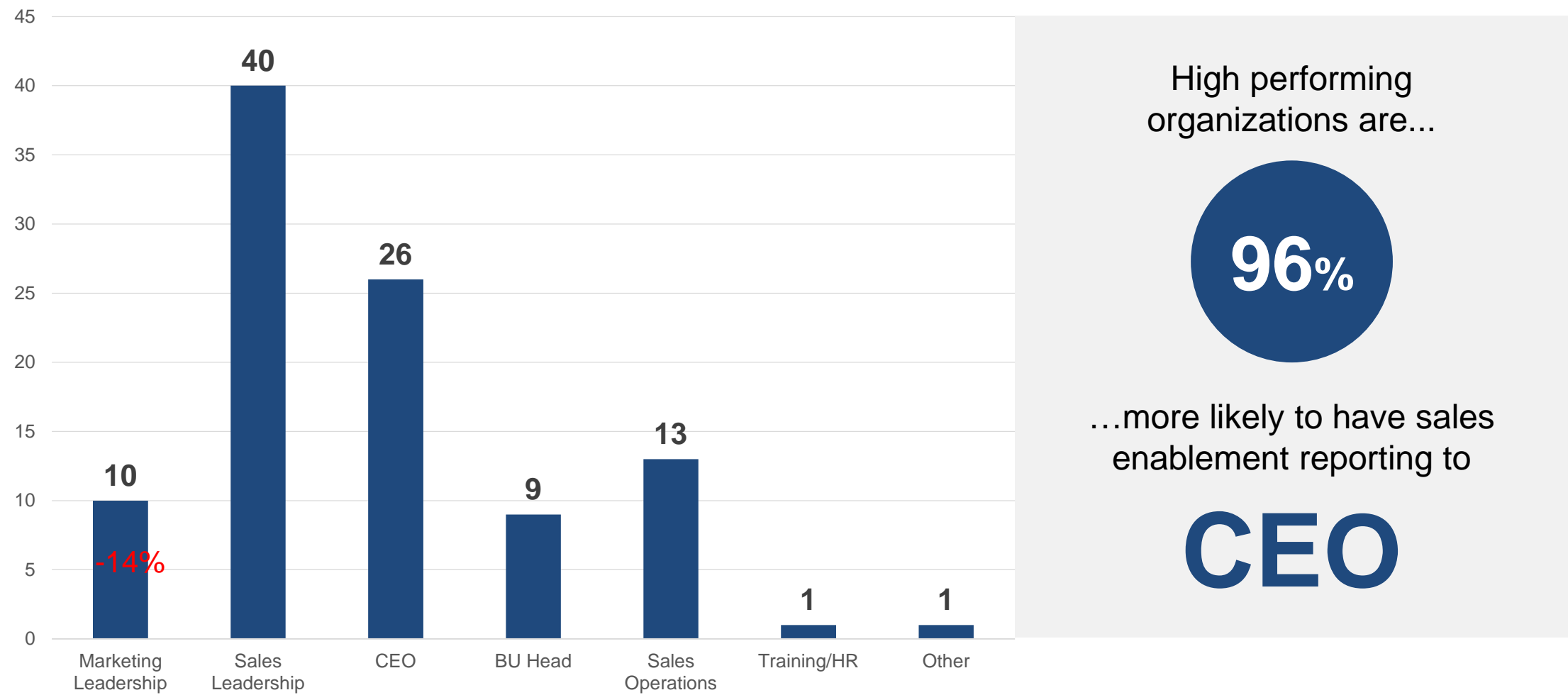
While utilizing the right sales and performance management technologies, in addition to synergizing cross-organizational collaboration, Sales Enablement optimizes the selling motion in order to increase pipeline, move opportunities forward and win bigger deals more efficiently to drive profitable growth.

SALES FORCE ENABLEMENT

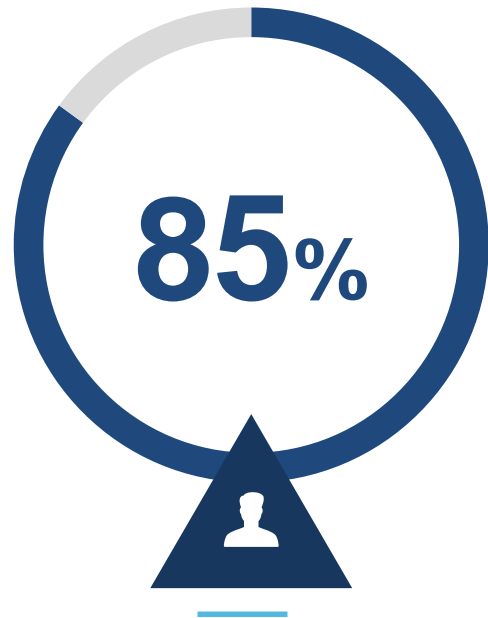
A strategic, collaborative discipline designed to increase predictable sales results by providing consistent, scalable enablement services that allow customer-facing professionals and their managers to add value in every customer interaction



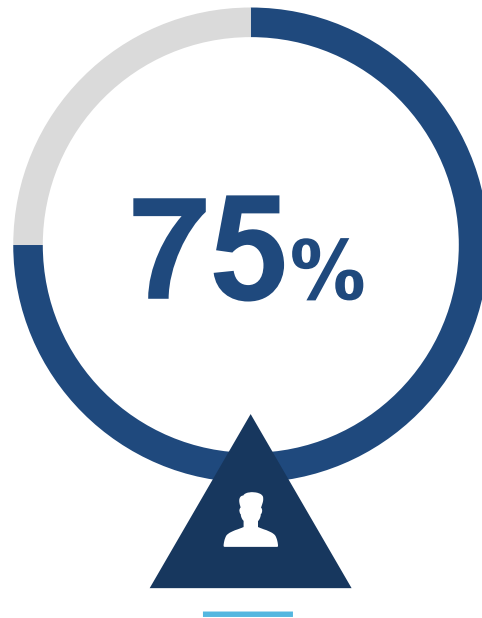
WHERE DOES SALES ENABLEMENT REPORT?



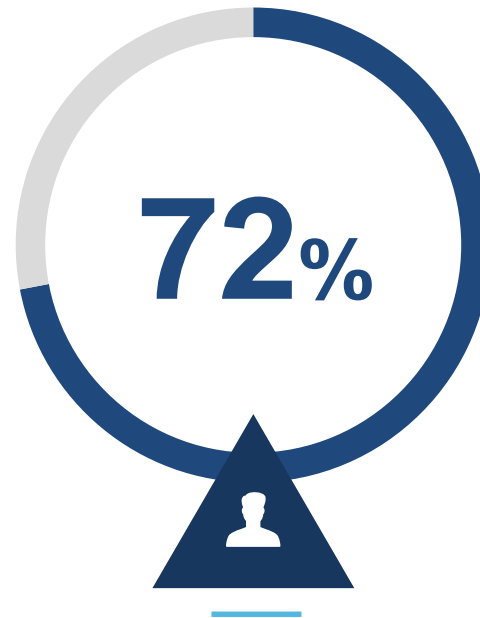
“I WANT TO BE AN ENABLER WHEN I GROW UP...”



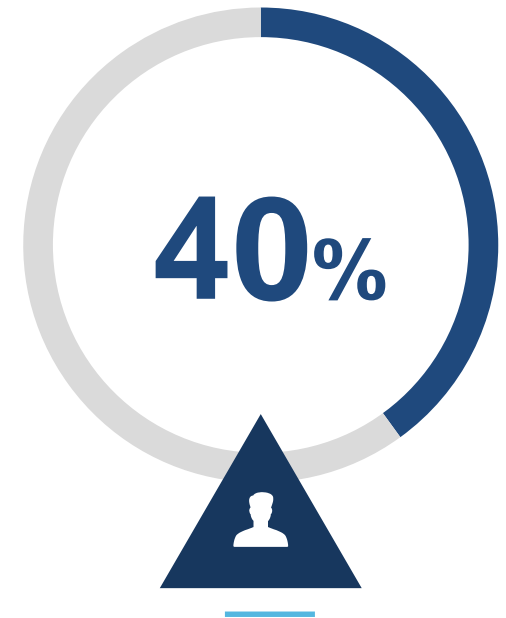
**SALES / SALES
MANAGEMENT**



**SALES
OPERATIONS**

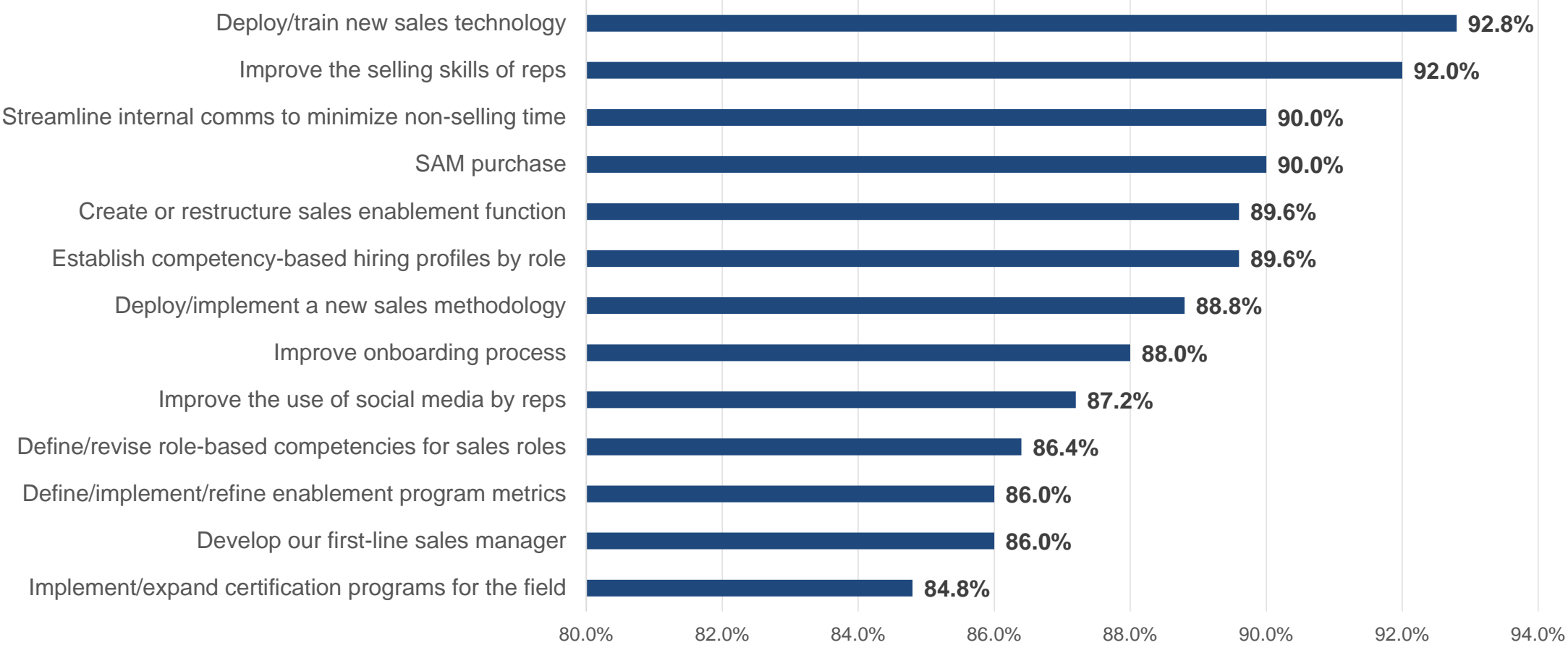


**SALES
TRAINING**



**PRODUCT / INDUSTRY
MARKETING**

SALES ENABLEMENT TOP INITIATIVES – HOW CAN POSSIBLY DO ALL THAT?





70%
of the buyer's
journey is complete
before a buyer even
reaches out to sales”

THE REVOLUTION!

‘Sales Enablement’ is fueling the emergence of new technologies that are enabling B2B companies to do more for less.



SE REVOLUTION: 4 GOLDEN GOALS

SELL **MORE**

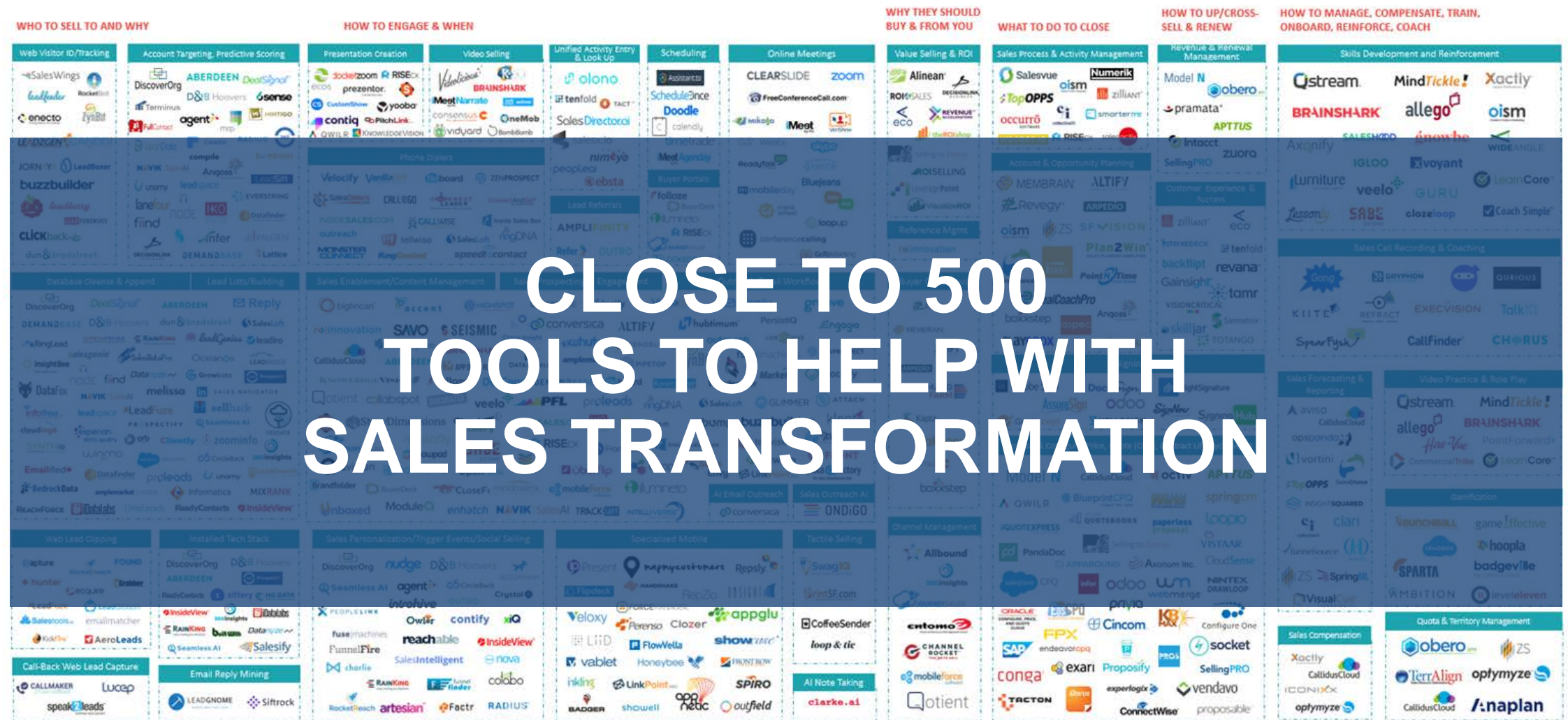
IN **LESS TIME**

AT THE RIGHT **PRICE**

WITH FEWER **SALES PEOPLE**

BUT HOW?

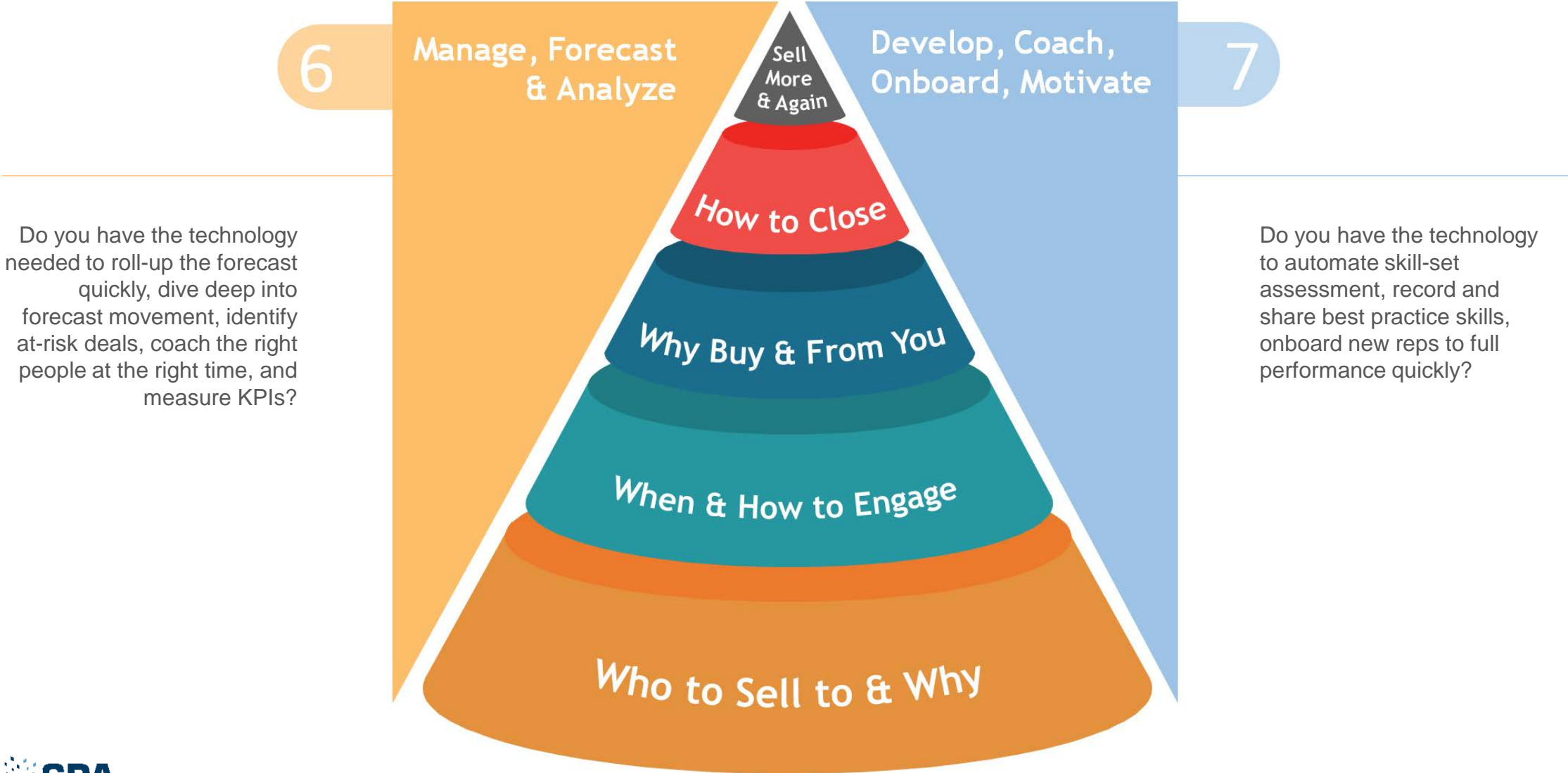
NANCY NARDIN'S SALES TECHNOLOGY LANDSCAPE 2018



SALES STACK HIERARCHY



SALES STACK HIERARCHY



UPSKILLING THE SALES FORCE TO DRIVE CUSTOMER VALUE & PROFITABLE GROWTH

NEGOTIATION



How do I get **paid** for customer value added & **drive** profitable deals?

PERSONALITY



How do I **read and reach** the diverse individuals I sell to – better than a machine?

RELATIONSHIPS



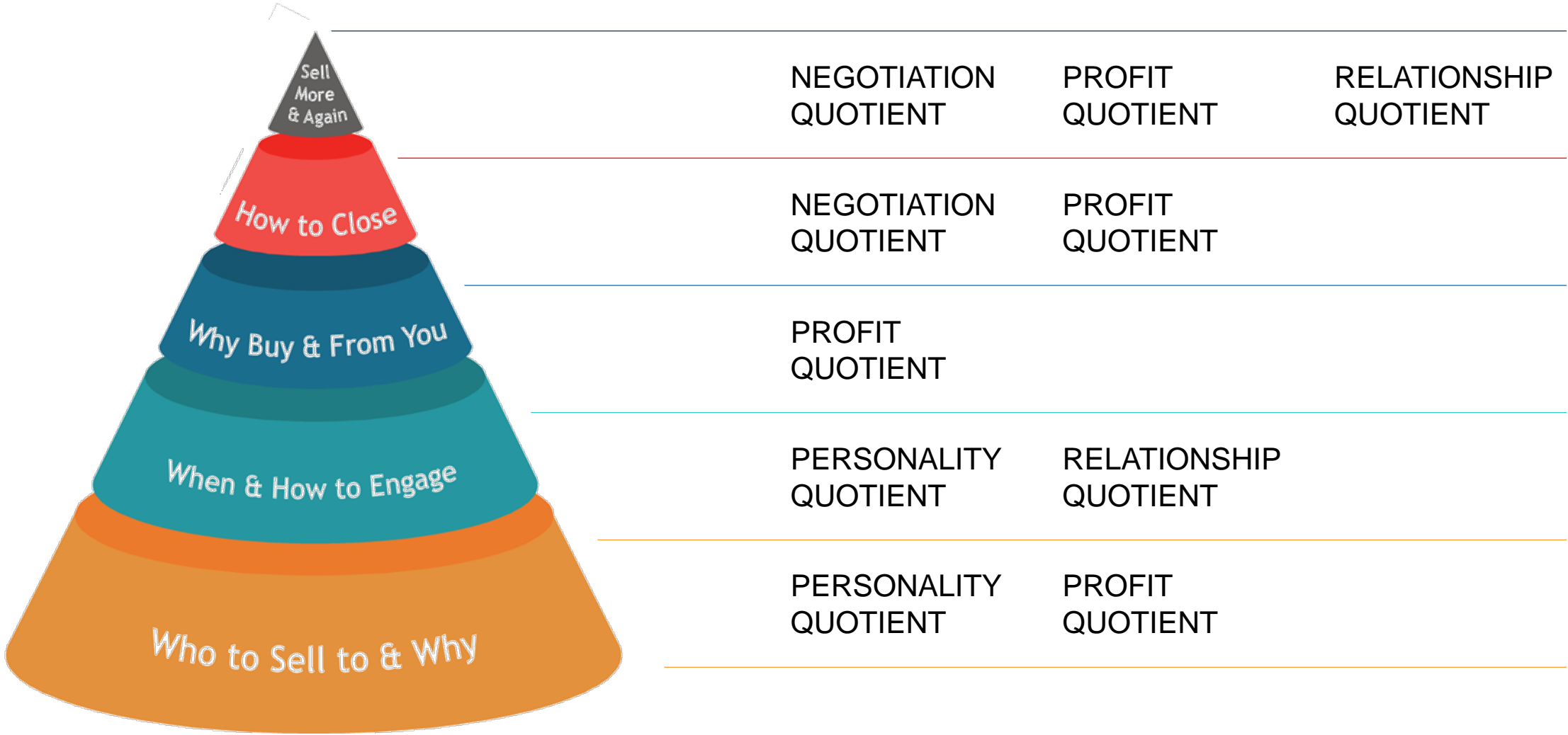
How do I **build and sustain** deep, competitor-proof, transformative customer relationships?

PROFIT



How does my company, and my customer's company, make a **profit**, and how do I help them drive profitable **growth** – now and in the future?

CORE SKILLS TO ENABLE SALES HIERARCHY MASTERY



CORE TECHNOLOGY TO ENABLE SALES MASTERY



Do You Have The **Essential Technology Enabled Capabilities** Needed to Achieve the 4 Goals of the Sales Enablement Revolution?



WHO TO SELL TO AND WHY

Do salespeople have the technology needed to discover opportunities in the market, prioritize selling effort, target all decision influencers, and maintain and grow your database?

WHO TO SELL TO CAPABILITIES

CAN YOU...

- ☐ Facilitate outreach through social networks
- ☐ Build prospect lists
- ☐ Find email and phone contact data
- ☐ Route Leads to the 'right' rep
- ☐ Identify high-value connections to prospects within your company
- ☐ Match inbound leads to existing account records
- ☐ Score Leads and qualify them for sales
- ☐ Build TAMs (Total Available Market analysis)
- ☐ Determine ideal customer profile based on success
- ☐ Train process & skills needed to build relationships
- ☐ Keep your database up-to-date, and complete



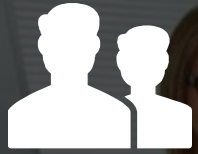
WHEN & HOW TO ENGAGE

Do salespeople have the technology to build interest and momentum, to get prospects to engage (get emails opened and calls accepted), to know what works and why?

WHEN & HOW TO ENGAGE CAPABILITIES

CAN YOU...

- ☐ Develop insights & skills to engage customers
- ☐ Create, Share, Customize email templates
- ☐ Get email alerts/digests on key accounts
- ☐ Hold instant online meetings
- ☐ Create email/call sequencing workflows
- ☐ Know when prospects engage
- ☐ Know which content progresses deals
- ☐ Alert when sales steps or activities are missed
- ☐ Create customized prospect or deal portals
- ☐ Define the sales process & specific steps
- ☐ Know when prospects acquire new tech
- ☐ Present product catalog, & capture leads
- ☐ Provide prospect-specific call scripts
- ☐ Send video email messages
- ☐ Understand prospects' business challenges
- ☐ Provide persona-based messaging and content
- ☐ Facilitate online selection of content/products
- ☐ Know optimal number of touch points



WHY BUY, WHY FROM YOU

Do you have the technology to enable sales reps to use digital content and other materials to align the buyer's needs with the your solutions and to quantify and calculate ROI?

WHY BUY, WHY FROM YOU CAPABILITIES

CAN YOU...

- ☐ Align solutions with buyer challenges
- ☐ Auto recommend relevant content to buyers
- ☐ Auto recommend relevant content to salespeople
- ☐ Build buyer consensus
- ☐ Get alerts/digests on key accounts & market intelligence
- ☐ Insights & Skills to associate solutions with prospects' profitable growth.
- ☐ Understand prospects' business and challenges
- ☐ Map buyer political landscape
- ☐ Plan account-specific strategies
- ☐ Quantify ROI and value
- ☐ Share, access & collaborate on a knowledgebase



HOW TO CLOSE THE DEAL

Do you have the technology to enable the sales rep to create contracts in real time, generate quotes, and capture signatures.

HOW TO CLOSE THE DEAL CAPABILITIES

CAN YOU...

- ☐ Collaborate on deal activities & responsibilities
- ☐ **Configure quotes & proposals to maximize deal size**
- ☐ Get contracts signed electronically
- ☐ Identify referrals to help close deals
- ☐ **Track and monitor changes in deal status (and causes)**
- ☐ Track contract workflow
- ☐ Track signature status
- ☐ **Automate approvals**
- ☐ Convert customer value into share-holder value



WHO TO UP / CROSS-SELL & RENEW

Do salespeople have the technology to nurture current customers for up-sell and cross-sell purposes? Do they have the ability to map the white-space for their solutions within target accounts. And, do they have the ability to track customer satisfaction and fulfillment to secure a renewal?

HOW TO UP/CROSS-SELL & RENEW CAPABILITIES

CAN YOU...

- ☐ Configure add-ons to maximize dollars
- ☐ Create customized prospect or deal portals
- ☐ Measure customer satisfaction
- ☐ Monitor the delivery of purchased services
- ☐ Train Skills to spot white-space growth opportunities



SALES MANAGEMENT, ANALYTICS, FORECASTING & OPERATIONS

Do you have the technology needed to roll-up the forecast quickly, dive deep into forecast movement, identify at-risk deals, coach the right people at the right time, and measure KPIs?

SALES MANAGEMENT, ANALYTICS, FORECASTING & OPERATIONS CAPABILITIES

CAN YOU...

- ☐ Roll-up the forecast
- ☐ Track Sales rep activity metrics
- ☐ Analyze territories and assign to reps
- ☐ Analyze win/loss
- ☐ Identify at-risk deals (and why)
- ☐ Know which content progresses deals
- ☐ Monitor & analyze pipeline velocity & factors
- ☐ Plan, conduct scenario analysis, and track quotas



SKILLS DEVELOPMENT, COACHING, ONBOARDING & REINFORCEMENT

Do you have the technology to automate skill-set assessment, record and share best practice skills, onboard new reps to full performance quickly?

SKILLS DEVELOPMENT, COACHING, ONBOARDING & REINFORCEMENT CAPABILITIES

CAN YOU...

- ☐ Motivate sales performance & reward behavior
- ☐ Provide prospect-specific call scripts
- ☐ Quiz on, and reinforce skill-set and knowledge
- ☐ Role-play and feedback via video
- ☐ Provide just-in-time training integrated into our workflow

Sales Stack Maturity Model

	White Belt	Blue Belt	Purple Belt	Brown Belt	Black Belt
Skills Devel, Measurement & Reinforcement	Face-to-face Training	Sales Training Portal	Skills Development & Reinforcement, Gamification,	Video Practice & Role-Play	Sales Call Recording & Coaching
Management, Admin Forecasting & Ops	Spreadsheets	CRM	Sales Compensation Planning & Admin'	Forecast Analysis & Roll-Up (machine-learning)	Territory Management
Up/Cross-Sell/Renew	Spreadsheets	CRM	Customer Experience & Success	Customer Engagement	Revenue Management Renewal Management
How to Close	Spreadsheets Documents Email	eSignatures Proposal Creation	CPQ	Account & Opportunity Management	Sales Process & Action Management Contract Life-Cycle Mgmt
Why Buy & From You	PowerPoint®	ROI Calculators	Buyer Consensus Value Selling	Reference Management	Channel Management
When & How To Engage	Phone & Email Online Meeting	Meeting Schedulers PowerPoint® Outreach Email Workflow	Sales Prospecting & Engagement Presentation Builders	Sales Enablement Video Selling Personalization/Social Tactile Selling	AI Email Outreach Buyer Portals AI Mtg Note Taking
Someone to Sell to	Internet Search Lead Clipping	Lead List Building Web Visitor Tracking	Call-Back Lead Capture Email Auto-Reply Mining	Account Targeting Predictive Lead Scoring	Data Cleanse/Append

Sales Stack Maturity Model

	White Belt	Blue Belt	Purple Belt	Brown Belt	Black Belt
Skills Devel, Measurement & Reinforcement	Implement Sales Process Develop Sales Plan	Develop Sales Pipeline Monitor Sales Pipeline	Develop Sales Pipeline Monitor Sales Pipeline	Develop Sales Pipeline Monitor Sales Pipeline	Develop Sales Pipeline Monitor Sales Pipeline
Management, Admin Forecasting & Ops	Implement Sales Process Develop Sales Plan	Develop Sales Pipeline Monitor Sales Pipeline	Develop Sales Pipeline Monitor Sales Pipeline	Develop Sales Pipeline Monitor Sales Pipeline	Develop Sales Pipeline Monitor Sales Pipeline
Up/Cross-Sell/Renew	Implement Sales Process Develop Sales Plan	Develop Sales Pipeline Monitor Sales Pipeline	Develop Sales Pipeline Monitor Sales Pipeline	Develop Sales Pipeline Monitor Sales Pipeline	Develop Sales Pipeline Monitor Sales Pipeline
How to Close	Implement Sales Process Develop Sales Plan	Develop Sales Pipeline Monitor Sales Pipeline	Develop Sales Pipeline Monitor Sales Pipeline	Develop Sales Pipeline Monitor Sales Pipeline	Develop Sales Pipeline Monitor Sales Pipeline
Why Buy & From You	Implement Sales Process Develop Sales Plan	Develop Sales Pipeline Monitor Sales Pipeline	Develop Sales Pipeline Monitor Sales Pipeline	Develop Sales Pipeline Monitor Sales Pipeline	Develop Sales Pipeline Monitor Sales Pipeline
When & How To Engage	Implement Sales Process Develop Sales Plan	Develop Sales Pipeline Monitor Sales Pipeline	Develop Sales Pipeline Monitor Sales Pipeline	Develop Sales Pipeline Monitor Sales Pipeline	Develop Sales Pipeline Monitor Sales Pipeline
Someone to Sell to	Implement Sales Process Develop Sales Plan	Develop Sales Pipeline Monitor Sales Pipeline	Develop Sales Pipeline Monitor Sales Pipeline	Develop Sales Pipeline Monitor Sales Pipeline	Develop Sales Pipeline Monitor Sales Pipeline

Hierarchy Levels on the Left
Maturity levels across the top

Sales Stack Maturity Model

	White Belt	Blue Belt	Purple Belt	Brown Belt	Black Belt
Skills Devel, Measurement & Reinforcement	Information Management Lead Management	Lead Management Account Management	Lead Management Account Management	Lead Management Account Management	Lead Management Account Management
Management, Admin Forecasting & Ops	Forecasting Account Management	Forecasting Account Management	Forecasting Account Management	Forecasting Account Management	Forecasting Account Management
Up/Cross-Sell/Renew	Forecasting Account Management	Forecasting Account Management	Forecasting Account Management	Forecasting Account Management	Forecasting Account Management
How to Close	Forecasting Account Management	Forecasting Account Management	Forecasting Account Management	Forecasting Account Management	Forecasting Account Management
Why Buy & From You	Forecasting Account Management	Forecasting Account Management	Forecasting Account Management	Forecasting Account Management	Forecasting Account Management
When & How To Engage	Forecasting Account Management	Forecasting Account Management	Forecasting Account Management	Forecasting Account Management	Forecasting Account Management
Someone to Sell to	Internet Search Lead Clipping	Lead List Building Web Visitor Tracking	Call-Back Lead Capture Email Auto-Reply Mining	Account Targeting Predictive Lead Scoring	Data Cleanse/Append

Hierarchy Levels on the Left
Maturity levels across the top

Locate the tools you use now, to know your current belt level

Sales Stack Maturity Model

	White Belt	Blue Belt	Purple Belt	Brown Belt	Black Belt
Skills Devel, Measurement & Reinforcement	Face-to-face Training	Sales Training Portal	Skills Development & Reinforcement, Gamification,	Video Practice & Role-Play	Sales Call Recording & Coaching
Management, Admin Forecasting & Ops	Spreadsheets	CRM	Sales Compensation Planning & Admin'	Forecast Analysis & Roll-Up (machine-learning)	Territory Management
Up/Cross-Sell/Renew	Spreadsheets	CRM	Customer Experience & Success	Customer Engagement	Revenue Management Renewal Management
How to Close	Spreadsheets Documents Email	eSign Proposals			Sales Process & Management Product Life-Cycle Mgmt
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When & How To Engage	Phone & Email Online Meeting	Meeting Schedulers PowerPoint® Outreach Email Workflow	Sales Prospecting & Engagement Presentation Builders	Sales Enablement Video Selling Personalization/Social Tactile Selling	AI Email Outreach Buyer Portals AI Mtg Note Taking
Someone to Sell to	Internet Search Lead Clipping	Lead List Building Web Visitor Tracking	Call-Back Lead Capture Email Auto-Reply Mining	Account Targeting Predictive Lead Scoring	Data Cleanse/Append

Typical Maturity levels in Yellow
(lots of room for improvement)

Sales Stack Maturity Model

	White Belt	Blue Belt	Purple Belt	Brown Belt	Black Belt
Skills Devel, Measurement & Reinforcement	Face-to-face Training	22 Sales Training Portal	Skills Development & Reinforcement, Gamification,	Video Practice & Role-Play	Sales Call Recording & Coaching
Management, Admin Forecasting & Ops	Spreadsheets	32 CRM	Sales Compensation Planning & Admin'	Forecast Analysis & Roll-Up (machine-learning)	Territory Management
Up/Cross-Sell/Renew	Spreadsheets	28 CRM	Customer Experience & Success	Customer Engagement	Revenue Management Renewal Management
How to Close	Spreadsheets Documents Email	eSignatures Proposal Creation	CPQ	55 Account & Opportunity Management	Sales Process & Action Management Contract Life-Cycle Mgmt
Why Buy & From You	PowerPoint®	ROI Calculators	42 Buyer Consensus Value Selling	Reference Management	Channel Management
When & How To Engage	Phone & Email Online Meeting	Meeting Schedulers PowerPoint® Outreach Email Workflow	44 Sales Prospecting & Engagement Presentation Builders	Sales Enablement Video Selling Personalization/Social Tactile Selling	AI Email Outreach Buyer Portals AI Mtg Note Taking
Someone to Sell to	Internet Search Lead Clipping	Lead List Building Web Visitor Tracking	Call-Back Lead Capture Email Auto-Reply Mining	63 Account Targeting Predictive Lead Scoring	Data Cleanse/Append

Sales Enablement Score™

41

How Impactful is Your Training?

- | | |
|---|--|
| <ul style="list-style-type: none">• Do you struggle to get enthusiastic participation of your sales people? | <ul style="list-style-type: none">• Is your sales training integrated into CRM and other workflow platforms? |
| <ul style="list-style-type: none">• Do your sales people find your training engaging and entertaining? | <ul style="list-style-type: none">• Does your sales training leverage peer-to-peer learning? |
| <ul style="list-style-type: none">• Do your sales people often fail to complete your training? | <ul style="list-style-type: none">• Do your sales people naturally consume your training faster than expected? |
| <ul style="list-style-type: none">• Does your sales training lack retention programming to drive long term mastery? | <ul style="list-style-type: none">• Are your sales people distracted by social media and entertainment? |

How do we drive impactful training in a distracted, time-pressured world?

BINGE-WORTHY TRAINING® FOR LIFELONG DAILY LEARNING

Simple, Intuitive,
Drip Learning



Engaging &
Entertaining



Social &
Mobile



Peer Coaching &
Collaboration



Gamification &
Metrics



DEEP LEARNING ISN'T JUST FOR MACHINES ... IT'S FOR PEOPLE TOO!

ENABLING PROFITABLE GROWTH IN THE AMAZON ERA

01.

**Evaluate
Capabilities &
Identify Gaps**



02.

**Plan Sales
Migration &
Realignment**



03.

**Develop Sales
Enablement
Playbook**



04.

**Deploy Automation,
Workflow &
Decision Support
Tools**



CONCLUSION

MINDSET SHIFTS IN THE AMAZON ERA

CONSCIOUSNESS
MINDSET

TECHNICAL
MINDSET

LEARNING
MINDSET

Success (and survival) requires that you focus on making impactful changes to your capabilities

**Develop Your Sales
Enablement Playbook**

**Transform or
Be Left Behind**

**Executives are
Those Who Execute!**



QUESTIONS?

THANK YOU